THE RELATIONSHIP OF BULLYING AND WORKPLACE STRESS

MODERATED BY JOB SCOPE

By

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ABSTRACT

Previous studies showed that bullying factors, workloads, office politics and favoritism affect the workplace stress in the organization. An organization must address this problem with a systematic employee valuation and strategic leadership. The system also involves job description whereby it requires a more specific, clear and precise specification in order to tackle with the amount of workloads that exceed the job description. Thus this study aims to examine the relationship between bullying and workplace stress moderate by job scope. This study was conducted on employees from the top 5 cooperative registered under Federal Territory of Kuala Lumpur. The relationship between bullying (threat, contempt and sabotage) and workplace stress was examined using Pearson correlation analysis method to determine the existence of a relationship between the variables. The results showed that threat is significantly related to workplace stress ($r = -.274$, $p < 0.01$), contempt is significantly related to workplace stress ($r = .317$, $p < 0.01$) and sabotage is significantly related to workplace stress ($r = -.350$, $p < 0.01$). The hierarchical regression analysis was used to determine the mediator effect on the relationship between bullying and workplace stress. The finding showed that there was a moderation effect of job scope on the relationship between workplace bullying and workplace stress.

Keywords: bullying, workplace stress, and job scope
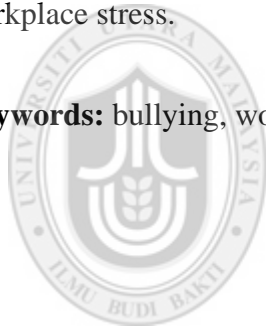
ABSTRAK

Kajian terdahulu menunjukkan bahawa faktor membuli, bebanan kerja, politik pejabat dan pilih kasih memberi kesan tekanan tempat kerja di dalam organisasi. Sebuah organisasi perlu menangani masalah ini dengan kaedah penilaian pekerja yang sistematik dan sistem kepimpinan strategik. Sistem ini juga melibatkan huraian kerja di mana ia memerlukan spesifikasi yang lebih khusus, jelas dan tepat dalam usaha untuk menangani dengan jumlah beban kerja yang melebihi skop kerja. Oleh itu kajian ini bertujuan untuk mengkaji hubungan antara buli dan tekanan di tempat kerja sederhana oleh skop kerja. Kajian ini telah dijalankan ke atas pekerja daripada 5 koperasi yang didaftarkan di bawah Wilayah Persekutuan Kuala Lumpur. Hubungan antara buli (ancaman, penghinaan dan sabotaj) dan tekanan di tempat kerja telah diperiksa menggunakan kaedah analisis korelasi Pearson untuk menentukan kewujudan hubungan antara pembolehubah. Hasil kajian menunjukkan ancaman yang signifikan dengan tekanan di tempat kerja ($r = -.274$, $p < 0.01$), penghinaan signifikan dengan tekanan di tempat kerja ($r = 0,317$, $p < 0.01$) dan sabotaj ketara yang berkaitan dengan tekanan di tempat kerja ($r = -.350$, $p < 0.01$). Analisis hierarki regresi telah digunakan untuk menentukan kesan pengantara kepada hubungan antara buli dan tekanan di tempat kerja. Dapatan kajian menunjukkan bahawa terdapat kesan kesederhanaan skop kerja mengenai hubungan antara buli di tempat kerja dan tekanan di tempat kerja.

**Kata kunci** : buli, tekanan kerja, skop kerja

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"A father gives his child nothing better than a good educations" – *Prophet Muhammad p.b.u.h*
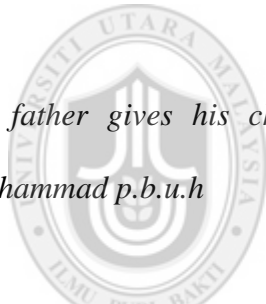
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CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND OF STUDY

The existence of bullying in the workplace provides research focus among scholars and students. The study not only involves the theory but also in practical terms the factors that affect workers in particular and the organization in general (Devonish, 2013). Bullying in the organization is referring to "situations where a person repeatedly and over a period of time is exposed to negative acts (i.e. constant abuse, offensive remarks or teasing, ridicule or social exclusion) on the part of coworkers, supervisors, or subordinates" (Einarsen and Mikkelsen, 2002).

Bullying is increasingly taken seriously in society now. It is difficult to make an assessment and measurement of the problems faced. Any research conducted in current time requires more precise assessment methods. On this matter, social scientists should play the main character in dealing with bullying at the workplace (Cowie and Naylor, 2002).

The act of bullying at work is in practices and frequently being practice on to one or more employees. This action is carried out to the employees who are unwanted by the bullies' and it was done intentionally or not. However, this action involves humiliation and the bullying affect work performance, besides creating an environment that is not good (Appelbaum, Semerjian and Mohan, 2012).

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Referring to the report of Workplace Bullying Institute (WBI) which is, with the frequency of said mistreatment give negative health effects to a worker or a group to which humans classified as verbal or physical abuse that affect the humiliation, trauma, and threats. It not only affects the work and also include productivity and physical and psychological one or more of those categories.

Stress in the office gave effects and evokes personal problems with health symptoms such as high blood pressure, headaches, depression, heart disease, and anxiety. Stress also affects external factors such as a decline in productivity, dissatisfaction on the implementation of the work, accidents at work and stop working. (Giorgi, 2009, 35)

Personal conflicts on the effects of bullying are a factor of organizational culture or group in office. Most studies show abuse of authority against individuals at the office. This affects more increase of the means of management that are not skilled in handling these symptoms. (Lewis and Orford, 2005, 30)

Harassment, others a definition appears as orientated on individual personal characters of the victim. Among the measures are a form of harassment usually it's considered to aim in the group of sex, race and religion. Definition put harassment as bullying factor related on race, sex, color, or others a characteristic that is unpleasant by the victim (McMahon, 2000).

1.1   PROBLEM STATEMENT

This study is aim to identify the bullying situation in the Cooperative Sector. It is believe that the increasing amount of workload has created the bullying situation to

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occur among staff and between superior and subordinate. The additional job received by employees become more of a burden if it is outside of the job scope and when favoritism towards employees exist where a particular job is being transferred to other employees in order to complete the task. Once the task is done the staff involved will take leave or submit a medical certificate (MC) the next day.

The bullying situation are identified in two areas which are at the individual and departmental / organizational level. When the person in charge could not complete some of the task, the organization wills hand-over to other parties to complete the project or task. However this study only focus the bullying issues at the employees' level and not at the top management level.

1.1.1 Bullying Consequences

The victim of the workplace bullying will give negative impact on the productive results in the organizations. Applebaun and Roy Girard (2007) described that some organizations are concerns about bullying behavior in this workplace, as it will bring negative effects to the cost of organizations and the social or psychological among the staff. This also proves that the dysfunctional of the workplace incurred some of cost and human resource by deliver productivity of the organization (Applebum, Semerjian and Mohan 2015).

The bullying is directly related with factors such as frequency of employee turnover, low job satisfaction, increase in employee absenteeism, and low commitment in task (Bryant and Buttigieg, 2009). This is also mentioned by Applebum, Semerjian and Mohan (2015) that employee which exposed to the negative environment in the

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bullying can have severe effects on health as anxiety, anger, impaired judgment, depression. This will cause the employee to leave the organization and move to other job for safety and better health.

Bullies identify victims and apply behavior such as lying, exclusion, spreading rumors, harassment additional to the assignment, the removal of responsibility, rudeness, pressure and should not store the information as blackmail (Vickers, 2009).

1.1.2   Workplace Stress

Gholipur (2007) debate for an organization must practice the importance of studying the state and behavior of a pressure to overcome the costs to be incurred due to these symptoms. The pressure involving external factors (environment) lead to psychological effects, cognitive, behavior of individuals exposed to any of these items. Over 75% identified stress suffered on this work, which also have implications for morale, quality, and dissatisfaction. If employees do a report forward to the organization regarding the bullies' issue, the cost of liabilities or penalties will provide a relatively high expense.

Stress stimulates the psychological reactions and behavioral effects that are negative. The evidence on this subject tends to give trauma, assault, insults, threats, insults and abuse destination acting to others. This issue of bullying was one of the challenges faced by managers, which should be contrived (Pearson et al, 2000; Cowiea et al., 2002). Like violence and sexual abuse in organizations, power is contributory factor in bullying.

The victims of bullying could have committed more mistakes, weak decisions, absence, delay and low performance, which are all consequences of the stress induced by bullying.

Therefore, organizations should re-consider organization's human resources procedures such as selection, employ and promotion. Organizations should lead consultative sessions and mental supports in order for staff or employees to be able to bear organizational circumstances without stress. Based on the above discussion, the problem identified for this study is to investigate the existence of bullying incident in the cooperative organizations that could lead to workplace stress".

1.2 RESEARCH QUESTIONS

This study is executed based on the discussion in the problem statement above with the aim to answer and analyze the questions below:

i) Are threat, contempt and sabotage of the bullying activities related to workplace stress at the cooperative organizations?

ii) Is the relationship between bullying activities (threat, contempt and sabotage) and workplace stress at the cooperative organizations moderated by job scope?

1.3   RESEARCH OBJECTIVES

This study will undertake four research objectives:

i) To examine the relationship between threat and workplace stress at the cooperative organizations.

ii) To examine the relationship between contempt and workplace stress at the cooperative organizations.

iii) To examine the relationship between sabotage and workplace stress at the cooperative organizations.

iv) To examine the moderation effect of job scope on the relationship between bullying activities (threat, contempt and sabotage) and workplace stress at the cooperative organizations.

The research findings are expected to be very useful and significant to theoretical and practical aspects.

i) This research can add and improve knowledge and provide better understanding about bullying among staff or employees. At the end of this study, recommendations to control pressure at the office to reduce the risk

ii) The research finding would be useful as a source of information for future research regarding the issues.

iii) To manage both factors in order to improve the performance and quality management.

iv) This study could provide opportunities and strengthen existing strategy especially for employee in the cooperative sector and organizational. For example, setting-up the legal affairs unit or department against organizational bullying with policies to prevent bullying in workplaces. This would instill the altruism values among young generations particularly for fresh graduates and workers, so as to improve the quality management and workers.

1.4   SCOPES AND LIMITATION OF THE STUDY

This section discusses about the scope and limitation in this study. It is as follow:

1.4.1   Scope of the Study

This research involves of the employees at selected of top 5 Cooperative organizations in Federal Territory of Kuala Lumpur. This research focused on the factors organizational Bullying and Employee Stress in Workplace.

1.4.2   Limitation of the Study

This study has some limitations. Firstly, this research has limited resources because much of the studies related to the topic of *stress* do not cover the area of bullying in organization. The data received may be inaccurate as limited amount of research on this topic in the cooperative sector also contributes to insufficient information on the sector. Therefore, for this study, researcher faced much difficulty to gather information and referrals to complete the study.

Secondly, current study does not include the total staff population in the 5 best cooperative selected. The current study is restricted to the department's administrative staff of the selected cooperative only.

1.5   ORGANIZATION OF THESIS

The report of this thesis is divided by into five (5) chapters.

Chapter one provides the overview in bullying, background of the study, problem statement, research questions, and research objectives, significant of the study, definition of the key terms and scope and limitations of the study for the overview in organization.

Chapter two includes the literature review of previous research and the journal referred for this study. This chapter discusses on the research done by the previous scholars particularly on the factors that organizational bullying, job scope and employee stress at workplace.

Chapter three will explain the methodology used for this study. Following sections of this chapter include the discussion on research design, the sample and population of this study, sampling method, variables and measurements and the data analysis method, which was adopted for this study.

Chapter four presents the analysis result on the data collected. It begins with profile of the respondents and the descriptive analysis of the variables. Then, it follows with

the reliability and factor analysis test of the variables. Finally, it ends with the results of hypothesis testing.

Finally chapter five discusses further on the output of this study to explain and answer the questions in this research. It begins with discussion of the findings and followed by presenting the contribution of this study. Finally, several solutions to the limitations are provided and suggestions for future research are also suggested.

CHAPTER TWO

LITERATURE REVIEW

2.0   INTRODUCTION

Bullying is normally heard in schools. However bullying can also happened at the workplace. At the workplace, bullying could contribute to stress. Therefore this chapter attempts to review the literature on bullying, workplace stress and job scope which are also the variables in this study. The review will start with workplace stress as the dependent variable followed by bullying as the independent variable and finally job scope as the moderating variable.

2.1   WORKPLACE STRESS

The factors that lead to work stress are workload, family conflict, work conflict, improving work style of leadership, organizational restructuring on the job satisfaction, job commitment, health and productivity balance work and family responsibilities (Burke, 2010).

Stress can create both positive and negative pressure. Positive pressure is like a double edge concept where both focus and energy pressures are present while performing the task. An example is the written or oral work assignment presentation by subordinate to superior. At one level, this would give a good impression on one end but vice versa, it can also cause impaired health, relationship and productivity level. Negative stress that could lead to chronic stress in the workplace includes the

perception of job demands, self-different opinions and social demand. Job demand is the main source of pressure affecting the terms and conditions of service. Self-difference opinion is the human behavior reaction towards pressure, which also depends on the reception given to them. While social demand is where an individual perception of social network that needs in the supporting. Stimulation little or as much as this will affect also in terms of feeling lonely or separation, if it exceeds will feel overwhelmed (Kelly and Car, 2011). The negative pressure can become excessive and cannot be addressed if someone faces the pressure on non-skill factor, which is something that needs to be addressed (Keaton, 2011). According to the control / demands model (Karasek, 1979), another source of work stress is the interaction of a psychological demand and decision latitude (Park, 2007).

According to Lindstrom (2005), working pressure control is divided into two dimensions. First it involves psychological demands on workers how to deal with strength, skill and ability in competition. Secondly it depends on the level of creativity in control and overcome the pressure applied through the decision-making and how to let go of the situation.

Contributors' pressure loss involved in the organization of work is as much as 75%. It will give the impression of a high loss of an organization that bears the cost of penalties for complaints involving staff (Gholipur, 2011)

2.2   BULLYING

Many have assumed that bullying is an ordinary phenomenon of everyday life. For example, the word humiliation attacks on an individual. Bullying create

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discrimination power between the bully and the victim. However the attitude of the targeted victim will determine the frequency of the bullying to happen (Tehrani, 2004). Earlier studies have shown that there is significant relationship between bullying and employee's performance achievement.

In the following decade, the issue of bullying has received great attention from various angles. Einarsen and Mikkelsen (2011) consider bullying can be divided into three perspectives. These perspectives are the abuse of contempt, envy emotions and feelings affect colleagues and humility someone from the social and psychological serious.

The communication used by the staff in an organization could be an indicator of bullying behavior in an organization. The communication tactics such as verbal insults, threats, insults, obstructionism, sabotage and creates the effect of a combination of a group work flow become irregular are symptoms for bullying is occurring in the organization.

There are two obvious effect of workplace bullying which physical and physiology effects. This effect is usually in terms of stress and it is repetitive (Heames and Harvey, 2006). When people encounter stressful life events, they try to change the adverse effect of these events on their well being by using a number of coping strategies (Akgun, 2004). In most organization, there are three different category of bullying which are: (i) individual based, (ii) group based and (iii) organizational based (Heames and Harvey, 2006).

Brodsky (1976) believes that bullying can affect one's self in life. Bullies are classified as a method of contempt, ridicule, threats, and insolence, sabotage that have occurred within the organization (Meglic-Sespico *et al.,* 2007). It will have a negative effect on the behavior of the victims and also those who witnessed the incident. The level of anxiety and depression in the workplace is bullying provide a very high level and the effect shows that most employees leave the organization to look for a better environment (Applebaum and Girard, 2007)

2.2.1   The Relationship between Bullying and Workplace Stress

Studies show that oral methods are more likely than physical bullying. This is because these negative actions like target to personal domain, mock, ridicule and verbal threats functional purpose because it is continuous and repeated to the same victim (Gholipur 2011). Among the factors of bullying at work as shown in the table below:

Table 2.0
Types of Bullying Tactics

Tactics	Percentage
Allegations without check	71
Threats and views of non-verbal	68
The difference and isolation for ideas	64
Isolation physically	64
Denial of credit quality and job satisfaction	58
Higher criticism of the expected performance of duties	57
The Spread of negative rumors	56
Encourage unfair treatment to victims	55

In recent years the tendency to the issue of bullying in the workplace and the need is for better understanding (Einersen, 2003). The levels of the harmful effects of

bullying have been recognized and violent impact on the target is cause for concern (Hutchison, 2006).

The existence of bullying in the workplace is the same situation of bullying in schools. Both of these contribute in terms of the environment at the site. For example, the effectiveness of anti-bullying policy to focus on the individual in terms of disability, physical weakness, embarrassment, lack of friends, social rejection and unassertive or anxious personality (Cowie, 2002).

Defining values and influence workplace bullying involves how the interpretation itself if it is justified as a problem (Cowie, 2002). The negative effects of workplace is not a new thing, because studies conducted on this relationship creates emotional well-being which the frequency of bullying will give psychological health bullied (Bilegel, 2006) but overall job satisfaction is low (Lapierre, 2005) and level of anxiety, the depression, and psychosomatic report musculoskeletal issues (Bano and Malik, 2013), statements involve physical health (Bowling and Brown, 2006) and the impact on the self, violence, anxiety and annoyance (Canada Safety Council, 2002; Vartia-Väänänen, 2003).

Tehrani (2001) identify the bully private stakeholders in implementing the self-assurance to put psychological pressure on the mistakes or predators to increase the self-esteem in terms of quality and name.

2.3   JOB SCOPE

The job scope is the details of the task of employees, which is appointed by the organization to be the one of the team to operate the service and to gain the goal and mission of the organizations. The scope of work is an evaluation of how the role of the employee to the employer is required. It is the workers need to know how they rated the service to the organization. (FBFS, 2015).

Habits of the organization should determine the position in terms of specific tasks and responsibilities, which involves document known as a job description / job scope (Lynch, 2010).

2.3.1   Job scope as moderator in the relationship

The relationship between work stress and the scope of work is expected. Author justification in respect of a motivated workforce can have a positive effect on the reduction of work stress (Hsieh, 2003). The environmental impact of overloading not work directly with the scope of work but it can be solved by other construct (Moore, 2000).

Studies show that excess workload influence in terms of service, industrial and corporate settings. This is because the inherent rigidity of the realities of the workplace and approaches that respond to new demands and situations. For example, work stress, social support, individuals; job opportunities increase will affect the surplus labor (Hsieh, 2003).

2.3.2 The relationship Job Scope between Bullying and Workplace Stress

Bryant and Buttiegieg (2009) state that bullying exists directly linked to low job satisfaction, revenue, employee absenteeism and decreasing commitment to the organization. The effects of this can also impact the more dangerous as suicidal and homicidal this is supported by Applebaum and Girard (2007) where the dangerous work environment will give a severe impact on the health and safety of workers. The absence of a unique definition of bullying is purely on major problem, since people encounter problems for identifying these insults and face barriers for taking legal actions in this regard (Bullying Institute, 2006).

Referring to Lapiarre, Spector and Leck (2005), job satisfaction is lower due to the invasion of the workplace. This study was supported by Teppper (2000), intrusions supervisor at work show signs of bullying that tends to dissatisfaction overall.

2.4   SUMMARY

This chapter giving explanation about the key definition about bullying, job scope and workplace stress related to the questions and objective of this study. The scope of limitations study in the area concerned i.e Top 5 Cooperative Sector in Federal Territory Kuala Lumpur and the related employees. More explanation in evaluation of hyphothesis will be formulated on the subsequent chapters.

CHAPTER THREE

METHODOLOGY

3.0   INTRODUCTION

This chapter explains the research methodology and design of this study. There are eight sub-chapters which are: (1) research framework; (2) hypothesis development; (3) research design; (4) operational definition; (5) instrumentation; (6) pilot study (7) population and sampling and (8) data analysis.

3.1   RESEARCH FRAMEWORK

The research framework is important in order to show the schematic diagram the relationship for all variables. The three variables are workplace stress as the dependent variable, bullying activities as the independent variables and job scope as the moderate variable.

This study examines the direct relationship between bullying activities and workplace stress. It is assumed that job scope would moderate the direct relationship between bullying activities and workplace stress. Based on approach of literature review, the schematic diagram for the theoretical framework as follows:

Independent Variable   Dependent Variable

```
┌─────────────────┐                           ┌─────────────────────┐
│ Bullying        │─────────────────┐   ┌────▶│ Workplace Stress    │
│   a. Threat     │                 ▲   │     │                     │
│   b. Contempt   │                 │   │     │                     │
│   c. Sabotage   │                 │   │     │                     │
└─────────────────┘                 │         └─────────────────────┘
                          ┌─────────┴─────────┐
                          │    Job Scope      │
                          └───────────────────┘
```

Moderator Variable
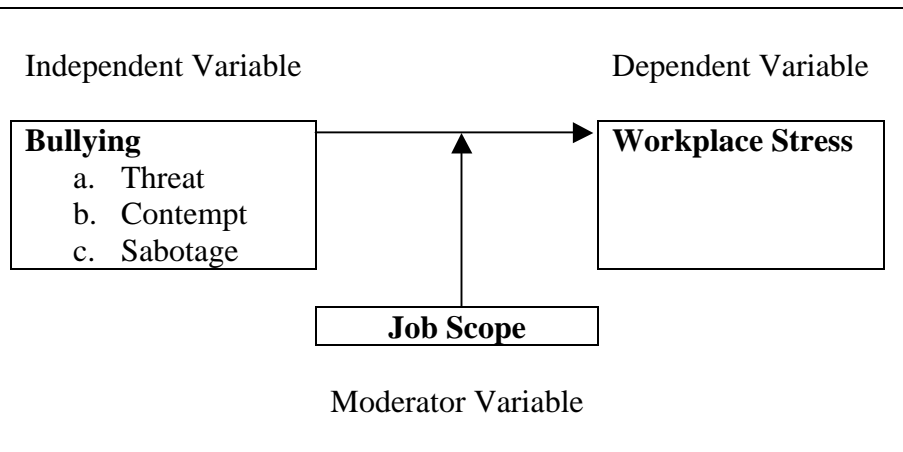
Figure 3.1
Research Framework

3.2   HYPOTHESES DEVELOPMENT

The hypotheses are an important component in any scientific contemplation (Han, 2008). The following are the two main hypotheses in-line with the objectives of this study:

H1:   Threat is related to workplace stress at the cooperative organizations

H2:   Contempt is related to workplace stress at the cooperative organizations.

H3:   Sabotage is related to workplace stress at the cooperative organizations.

H4:   Job scope moderates the relationship between bullying activities (threat, contempt and sabotage) and workplace stress in the cooperative organizations.

3.3   RESEARCH DESIGN

The quantitative method is the research approach used in this study. Quantitative approach allows the generalization on the findings of the study obtained from the respondents where:

i.   The data collected and analyzed through statistics if there is to support the relationship between the variables

ii.   Measurement variables created directly, and it can be easily converted to numerical form

iii.   It is particularly suitable for large studies with different populations with a more qualitative methods to the small size

iv.   Involves short time in interpreting the data, compared with qualitative methods

3.4   OPERATIONAL DEFINITION

Table 3.1
Operational Definitions of Variables

Variables	Definitions	Items
Workplace Stress (DV)	Work Stress factors include workoad, the causes of conflict between family and work, improving work style of leadership, organizational restructuring on the job satisfaction, job commitment, health and productivity balance work and family responsibilities (Burke 2010)	9 questions

Bullying (IV)	Bullies are classified as method of contempt, ridicule, threats, insolence and sabotage that have occurred in the organisation (Applebaum and Roy Girard, 2007)	13 questions
a. Threat		
b. Contempt		
c. Sabotage		
Job Scope (MV)	The details of the task employees, which is appointed by the organization to be the one of the team to operate the service and to gain the goal and mission of the organizations. (FBFS,2015)	10 questions

Table 3.1 above describes the operational definitions of the variables in focusing in the questionnaire how to identify the problems in this study.

3.5   MEASUREMENT OF VARIABLES / INSTRUMENTATION

All items for bullying, workplace stress and job scope were adopted from previous studies in related areas.   There are 9 items adopted and adapted from Klein and Martin (2011) and Karatuna (2015) for the workplace stress variable. As shown in table below are the statements of each item. The five score Likert scale is used to measure the degree of agreement or disagreement of a stamen from respondents.

Table 3.2
Items in Workplace Stress

Item	Statement	Scale
W1	Timeliness of service provided is not appropriate	1—5
W2	Job satisfaction over the workload outside the Job Description	1—5
W3	Given workload could incresse knowledge of working	1—5
W4	This organisation is always aware of the workload provided	1—5
W5	The relationship between the worker is a healthy level	1—5
W6	Team to cooperate in completing the assignment	1—5
W7	Employees with the balancing of work and familty	1—5

responsibilities been support by organisations

| W8 | Employers always provide consulting and advisory services program to approach employee | 1—5 |
| W9 | Employers create a comfortable working environment and harmonious | 1—5 |

As shown in the table below is the items that make up the bullying variable. There are 13 statements that represent the operation definition of bullying from Karatuna (2015), Jenkins et al., (2011) and Devonish (2013). The five score Likert scale is adopted.

Table 3.3
Items in Bullying

Variables	Item	Statement	Scale
Threat	B1	There has always been an influential group in this department that no one ever crosses	1—5
Threat	B2	Employees in the organization are encouraged to work through the excess and return	1—5
Contempt	B3	You have set aside for the task	1—5
Sabotage	B4	Agreeing with powerful others is the factor of additional work from on the Job Description	1—5
Threat	B5	Additional work by the individual making the quality of work decreases	1—5
Contempt	B6	Sometimes receive emotional attacks involving personel life	1—5
Contempt	B7	Create their own work without mingling with colleagues is better	1—5
Contempt	B8	Always underestimated when giving opinions	1—5
Sabotage	B9	Was humiliated in front of colleagues and spread rumors about personal	1—5
Sabotage	B10	Promotions around here are not valued much because how they are determined is so political.	1—5

Threat	B11	Working pressure gave the decision not to come to the office.	1—5
Threat	B12	My health is not affected by the assignment in this organisation.	1—5
Sabotage	B13	Favouritism does not occur among staff.	1—5

The following variable is job scope. There are ten item statements for job scope variable. The questions for items are adopted and adapted from Hsieh and Hsieh (2002) and Selmer and Lauring (2011). Job scope covers the time scope, amount of workload and knowledge, load and training, management encouragement, fairness of assessment, payment and culture related questions. Similar to the other two variables, the five-score Likert scale is adopted.

Table 3.4
Items for Job Scope

Item	Statement	Scale
JS1	Timeliness of service provided is not appropriate	1—5
JS2	Job satisfaction over the workload outside the Job Description	1—5
JS3	Given workload could incresse expertise	1—5
JS4	Employees in these organizations tend to perform tasks outside of the field	1—5
JS5	My job appropriate to the training provided by the employer	1—5
JS6	Employers give confidence and encouragement to improve staff skills	1—5
JS7	The scope of work relevant to a given task is executed	1—5
JS8	Employers carry out afair assessment system	1—5
JS9	Payment received commensurate with the work performed	1—5
JS10	Employers always create a culture of sharing workloads	1—5

3.5.1 Instrumentation

The research instrument employed in this study is the closed ended questionnaire. The questionnaire is divided into four sections, namely Section A-D. Section A covers on the employees demographics. Section B on the bullying which is the independent variable. Questions in Section C are the questions for workplace stress and finally Section D is on job scope.

The draft of the questionnaire is also translated into Malay language for a dual language questionnaire. The translated questionnaire was distributed to three people. The purpose is to check for any vague questions and that both English and Malay translation bring the same meaning. Comments are gathered from the process. The questionnaire was later redrafted according to the feedback gathered. The modified version of the questionnaire was later used for pilot study (Collins & Hussey, 2003).

3.6   PILOT STUDY

The pilot study is important in order to address the issues of: (i) reliability and validity of the results, (ii) to check the comprehensible of the questionnaire, (iii) to check the flow of procedure, (iv) to detect a ceiling indicator effect, (v) to identify adversity and action to minimize respondent.

For this study, thirty questionnaire was distributed to people that have similar characteristics to the target sample. The sample for the pilot study was from a cooperative, which are not included in the final sample. Each respondent were approached and given the draft questionnaire and later collected back. The collected

questionnaire was then tested for reliability analysis using the SPSS software. The following is the results of the analysis.

3.6.1 Reliability Analysis

Reliability is to measure of degree of instrument produces undependable results or data after repetitive trials (Kothari, 2003). To test the reliability, the researcher utilizes subscale technique, which included controlling to identical respondent included in the study sample.

Validity the level for instrument measures what it should to be evaluated (Mugenda, 2003). The instrument was evaluated for substance validity. This is the level to which a survey questionnaire is illustrative of the respondents indicating in this study. The questionnaire was conveyed and analyzed to assess the clarity of things taking into awareness of the study, knowledge about the stress and attitude subscale.

From the reliability and the validity after using the techniques Pilot Study, the research also been trying using the Factor Analysis concept, the results as below:

Table 3.5
Reliability Results for Pilot Study

Scale	Cronbach's Alpha	N of Items
Bullying		
- Threat	.435	5
- Contempt	.579	4
- Sabotage	.435	4
Workplace Stress	.871	13
Job Scope	.548	10

According to Devonish (2013), the Cronbach's Alpha score of 0.5 and more is consistent in measuring the objectives of a study. From the table above, The Cronbach Alpha coefficient for workplace stress is 0.871. This score is more than 0.5 and is considered high and acceptable. The reliability result for bullying variables as Threat 0.435, Contempt is .0579 and Sabotage 0.435. The item questions in Threat and Sabotage were not dropped due to the low score but were modified. Factor analysis is later conducted on all the variables. The reliability result for job scope is 0.548 and this is more than 0.5. This result is also more than 0.5 and acceptable. As a whole, the internal consistency or Cronbach's Alpha of all three variables propose that the instruments was valid to measure the specific construct. This result shows that this questionnaire is appropriate for distribution to the target sample.

3.7   POPULATION AND SAMPLING

Before the sample could be determined, the population must be identified first. Population refers to the members of any well- defined class of population, events or objects (Singh *et al.* 2006) and may vary in term of size and areas (Gratton & Jones, 2004).

3.7.1   Population

This study is investigating the bullying activities and this study has chosen the cooperative sector as the sample. Between the periods of 2004 — 2009, the cooperative sector served as the lead agency for the development of Bumiputera participation in the economy (KPDNKK 2004). However for the purpose of this study, the co-operatives registered in the Federal Territory of Kuala Lumpur will be

the focus of this study. Since not all co-operatives are in active operation, the first 100 active co-operative make up the population of this study.

Based on top 100 active co-operatives, most of the co-operatives are small in size. Thus the best top five co-operatives are chosen to be the sample of this study. Diligent Delinquent Etiquette (DDE) bases the selection on the assessment. DDE is the assessment and evaluation auditor of Suruhanjaya Koperasi Malaysia (SKM). DDE assess the level of achievement of the cooperative in terms of business, risk and level of indebtedness. All the top five co-operative are given the 4-star co-operative due to their level of achievement.

The populations have been selected of top 5 from the best 100 cooperative in Wilayah Persekutuan Kuala Lumpur as below referred on sample size that Krejcie and Morgan (1970) as well as Cohen (1969):

Table 3.6

Top Five Cooperative in Federal Territory of Kuala Lumpur

No	Cooperatives	No. of Employees
1	Koperasi Pelaburan Kakitangan Bank Muamalat (M) Berhad	25
2	Koperasi Kredit & Pelaburan Kakitangan Bank Negara (M) Berhad	10
3	Koperasi Serbaguna Kakitangan MAS (M) Berhad	35
4	Koperasi Kakitangan Petronas (M) Berhad	20
5	Koperasi Muslimin (M) Berhad	40
	Total	**130**

3.7.2 Sample

As shown in the above table, the total of employees that represent the selected co-operatives is 130, which also represent the population of this study. Based on Krejcie and Morgan (1970), the sample size for the population of 130 is 97.

3.8 DATA COLLECTION

The following step is to explain how the data will be collected from the target sample identified above. There are various methods appropriate for the quantitative approach. This study employed two steps method. The first method employed is the face-to-face or personal approach. The second method is employed if the respondent is occupied or needed tie to fill up the questionnaire. This two steps method is employed in order to ensure high return rate of the distributed questionnaire.

The management of each co-operative was approached to explain the purpose of the study and to obtained access and co-operation from each co-operative. Once the access is obtained, the questionnaires were distributed to all administrative staff in the particular co-operative. The respondents were brief on the purpose of the study before engaging them in answering the questionnaire. The respondents were encouraged to return the filled questionnaire immediately or on the day of visit.

However there are cases where the respondents were engaged in a meeting or other errands that to collect the questionnaire on the same day is not possible. In these cases, the second method or drop-and-pick method is employed. The respondents are allowed to return the questionnaire on a later date. A follow-up visit was conducted

three days later to collect the questionnaire. Fortunately all questionnaires distributed to all the co-operatives were collected back.

3.9   DATA ANALYSIS TECHNIQUES

The analyses used to analyze the data collected are the frequency and percentages for the descriptive analysis while correlation and regression analysis is use for the inferential analysis. The statistical analysis software used on the data collected is the Statistical Package of Social Sciences (SPSS) version 20. The following table summarized the type of analyses used to test on the hypotheses formulated for this study.

Table 3.7
Type of Data Analysis

Section	Items	Techniques
1	Demographic Analysis of Respondents (Gender, Race, Education Level, Experience Bullying) Descriptive Analysis of Bullying Descriptive Analysis of Workplace Stress Descriptive Analysis of Job Scope Demographic influences	Frequency Percentages
2	Relationship between threat and workplace stress	Correlation
3	Relationship between contempt and workplace stress	Correlation
4	Relationship between sabotage and workplace stress	Correlation
5	Moderation effect of Job Scope on relationship of bullying activities and workplace stress	Regression

3.10   SUMMARY

This chapter discusses on the research framework, hypotheses development, research design, operational definition, the population and sample, measurement and instrumentation, pilot study, data collection and technique of data analysis. The following chapter discusses on the data collected and the analysis carried out on the data.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0   INTRODUCTION

This chapter present the analyses of data and discussion on the results of the analysis carried out on the data collected. The chapter will start with the data explotary analysis. This is followed by the descriptive analysis on the respondents' background and each of the variable in the study. The inferential analysis is next that discusses the correlation and regression analysis of the study. The summary summarises the chapter.

4.1   DATA COLLECTED

A total of 130 questionnaires were distributed to the target sample which is the top five co-operative registered in the Federal Territory of Kuala Lumpur. A total of 120 questionnaires were successfully collected back. From this 120 questions, the process of data cleaning were conducted for checks on errors such as incomplete questionnaire, correctiong errors such as errors in inputing the data from questionnaire to spss data file and lastly the treatment carried out on missing value. After this process, only 97 questionnaire were identified as usable data set for this study.

4.1.1 Factor Analysis

The discussion on factor analysis is based on each of the variable in this study. The first will discuss the dependent variable, which is the workplace stress and followed by bullying and job scope. The purpose of factor analysis is to check that the loading of each item is measuring the dimension of the variable.

Table 4.1

Factor Analysis on Workplace Stress

Item	Statement	loading
W1	My working in good conditions at the organizations	.638
W2	Feel safe working here in these conditions	.647
W3	This organisation wellbeing to the employees	.695
W4	This organisation is always aware of the workload provided	.745
W5	The relationship between the worker is a healthy level	.597
W6	Team to cooperate in completing the assignment	.542
W7	Employees with the balancing of work and familty responsibilities been support by organisations	.536
W8	Employers always provide consulting and advisory services program to approach employee	.662
W9	Employers create a comfortable working environment and harmonious	.688

The score above show the score or loadings for each item for workplace stress variable. The score for all nine statements is above 0.5 and therefore it would contribute to the explanation of workplace stress variable.

Table 4.2
Factor Analysis on Bullying

Variables	Item	Statement	Loading
Threat	B1	There has always been an influential group in this department that no one ever crosses	.653
Contempt	**B2**	Employees in the organization are encouraged to work through the excess and return	.326
Contempt	B3	You have set aside for the task	.592
Sabotage	B4	Agreeing with powerful others is the factor of additional work from on the Job Description	.655
Threat	B5	Additional work by the individual making the quality of work decreases.	.651
Contempt	B6	Sometimes receive emotional attacks involving personel life	.560
Contempt	**B7**	Create their own work without mingling with colleagues is better.	.349
Contempt	B8	Always underestimated when giving opinions	.563
Sabotage	B9	Was humiliated in front of colleagues and spread rumors about personal	.655
Sabotage	B10	Promotions around here are not valued much because how they are determined is so political.	.612
Threat	B11	Working pressure gave the decision not to come to the office.	.524
Threat	**B12**	My health is not affected by the assignment in this organisation.	.481
Sabotage	**B13**	Favouritism nonexistent occur among staff.	.038

In table above, there are four items that have lower score or loadings less than 0.5, which are item B2, B7, B12 and B13. Positive and negative scores lower than 0.5 could not contribute to explain the bullying variable. Therefore these items are omitted from the bullying variable in the final questionnaire set.

Table 4.3

Factor Analysis on Job Scope

Item	Statement	Loading
JS1	Timeliness of service provided is not appropriate	.580
JS2	Job satisfaction over the workload outside the Job Description	.044
JS3	Given workload could incresse knowledge of working	.559
JS4	Employees in these organizations tend to perform tasks outside of the field	.492
JS5	My job appropriate to the training provided by the employer	.628
JS6	Employers give confidence and encouragement to improve staff skills	.624
JS7	The scope of work relevant to a given task is executed	.584
JS8	Employers carry out afair assessment system	.643
JS9	Payment received commensurate with the work performed	.494
JS10	Employers always create a culture of sharing workloads	.653

From the table above, shows results under 0.5 is the JS2, JS4 and JS9 that not contribute to explain the Job Scope variables. Therefore these items will be removed for the final questions.

4.1.2 Reliability Analysis

The following is the results of the reliability analysis during the pilot study and from the actual data collected.

Table 4.4

Realibility Analysis on Data Collected

| | Pilot Study | | Actual Data | |
Scale	Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
Bullying activities				
- Threat	.435	5	.632	3
- Contempt	.579	4	.560	3
- Sabotage	.435	4	.654	3
Workplace Stress	.871	9	.892	9
Job Scope (MV)	.548	10	.622	7

The bullying activities with Cronbach Alpha in Realibility Analysis as, α = .632 (Threat), α =.560 (Contempt) and α =.654 (Sabotage) by using realibility check for complete respondent with value > 0.5 is standard relevent questionnaire. The previous pilot study is α = .435 (Threat), α =.579 (Contempt), α =.435(Sabotage).

Workplace Stress measurement to analyst the environment workplace scale stress shows the good consistency with value > 0.5 in the Cronbach's Alpha is α = .892 in good condition and shows positive from the Pilot Study Cronbach's Alpha is, α = .871.

The moderate variables questionnaire of the Job Scope with Cronbach's Alpha, α = .622 in good condition scales output comparison with Pilot Study Cronbach's Alpha as α = .548 with little increase positive results. The measures study workplace bullying conduct Cronbach's Alpha range 0.70 to 0.95 (Dwayne Devonish, 2013).

4.2 BACKGROUND OF RESPONDENTS

The following tables are the descriptive results for the backgroudn of the respondents in this study.

4.2.1 Academic Background

Table 4.5

Academic Background of Respondents

Academic Background		Frequency	Percent
Valid	SPM	46	47.4
	Diploma	32	33.0
	Degree	14	14.4
	Master	1	1.0
	Certificate	4	4.1
	Total	97	100.0

The table above indicates that majority (47.4%) of the respondents only have secondary school level of qualification aith SPM certificate. This is followed by the Diploma holders that represent 32%. Respondnets that have bachelor and masters level education only represent 15% of the respondents.

4.2.2 Gender

Table 4.6

Gender of Respondents

	Gender	Frequency	Percent
Valid	Male	29	29.9
	Female	68	70.1
	Total	**97**	**100.0**

Based on table 4.6, 29 out of 97 are male respondents with 29.9% and 68 are female respondents that represent 70.1%. This means the respondents of this study is dominated by the female co-operative employees.

4.2.3 Race

Table 4.7

Race

	Race	Frequency	Percent
Valid	Melayu	96	99.0
	Others	1	1.0
	Total	**97**	**100.0**

Table 4.7 shows that the dominant respondents are the Malays (99%) and others only 1%. This cooperative sector have been dominant by Melayu and it is because of the concept of bumiputra company.

4.2.4 Experience in Bullying Situation at Office

Table 4.8

Experience in Bullying

	Race	Frequency	Percent
Valid	Yes	26	26.8
	No	71	73.2
	Total	**97**	**100.0**
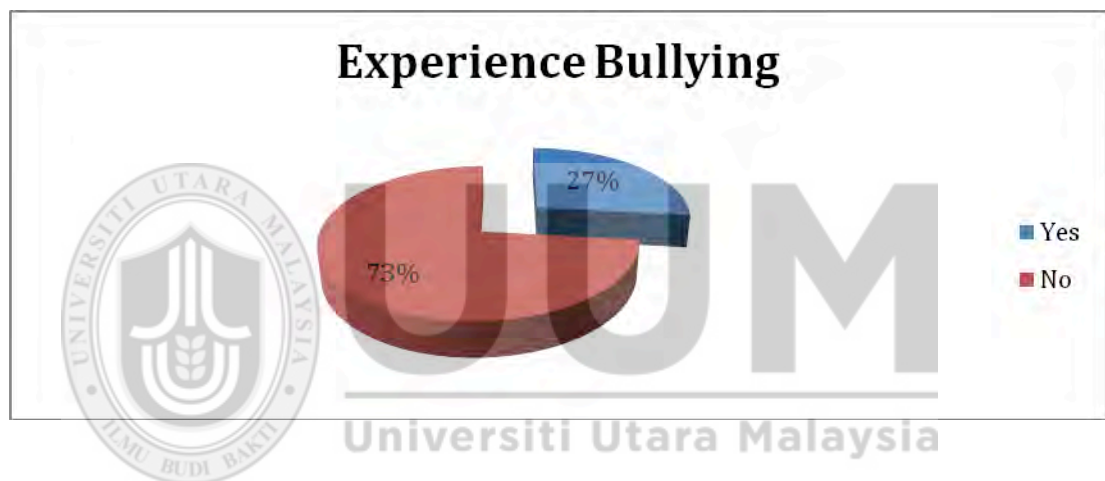
Table 4.8 shows 26 from 97 respondets (26.8%) agreed that they have experience bullying at their workplace. While 71 respondents (73.2%) state that they have not experienced bullying at their workplace. The major reason for respondent to disagree with this statement because of the seniority among of the employees.

4.3   DESCRIPTIVE ANALYSIS

In this section, the descriptive analysis for each of the dimension of the variable is presented. The Likert scale with the Scale 1 (Very Disagree) to 5 (Strongly Agree) is used.

4.3.1   Descriptive Analysis on Bullying (Independent Variable)

Table 4.9

Descriptive Analysis on Bullying

Variables	Item	Statement	Mean	Std. Deviation
Threat	**B1**	There has always been an influential group in this department that no one ever crosses	**3.32**	1.287
Threat	**B5**	Additional work by the individual making the quality of work decreases.	3.23	1.246
Threat	**B11**	Working pressure gave the decision not to come to the office.	2.76	1.313
Contempt	**B3**	You have set aside for the task	2.53	1.276
Contempt	**B6**	Sometimes receive emotional attacks involving personel life	**3.27**	1.186
Contempt	**B8**	Always underestimated when giving opinions	2.33	1.028
Sabotage	**B4**	Agreeing with powerful others is the factor of additional work from on the Job Description	**3.02**	1.315
Sabotage	**B9**	Was humiliated in front of colleagues and spread rumors about personal	2.47	1.339
Sabotage	**B10**	Promotions around here are not valued much because how they are determined is so political.	2.60	1.313

The highest mean is B1 (3.32) and the Std deviation is 1.287 and its the explanation of the question regarding crossover task department and while the lowest questionnaire is B8 (2.33) but the std deviation is high as 1.028 which is 'always underestimated when giving opinions'.

Table 4.10

Mean Score for Bullying

Valid	Question	Mean	Std.Deviation
B	Threat	3.1031	.97344
	Contempt	2.7079	.85155
	Sabotage	2.6976	1.01046

Results on table 4.10, shows the mean score for highest bullying variables is Threat(3.1031) with standard deviation of .97344.

4.3.2 Descriptive Analysis on Workplace Stress (Dependent Variable)

Table 4.11

Descriptive Analysis on Workplace Stress by Questionnaire

Item	Statement	Mean	Std. Deviation
W1	Timeliness of service provided is not appropriate	3.89	.967
W2	Job satisfaction over the workload outside the Job Description	**3.87**	1.047
W3	Given workload could incresse knowledge of working	3.49	1.138
W4	This organisation is always aware of the workload provided	3.26	1.210
W5	The relationship between the worker is a healthy level	3.77	1.016
W6	Team to cooperate in completing the assignment	3.77	1.016

W7	Employees with the balancing of work and familty responsibilities been support by organisations	3.66	1.079
W8	Employers always provide consulting and advisory services program to approach employee	3.14	1.208
W9	Employers create a comfortable working environment and harmonious	3.74	.927

The table 4.11 shows the results show that the highest mean score of 3.87 and standard deviation 1.047 is by the satement WS2 "job satisfaction over the workload outside the job description". The lowest is WS8 (3.14) and std deviation is 1.208 which is the employers provide consulting and advisory services program is very low.

Table 4.12
Results of Descriptive Analysis on Workplace Stress by All Questions

Valid	Question	Mean	Std Deviation
JS	Workplace	3.6220	.7585

Table 4.12 with minimum range is 1.00 and Maximum is 5.00 and standard indicator is 2.50 shows the result mean is 3.6220 and the std.deviation is .7585. The results shows positive average for all the questions.

4.3.3 Descriptive Analysis on Job Scope

Table 4.13

Results of Descriptive Analysis on Job Scope by Questionnaire

Valid	Question	Mean	SD
JS1	Timeliness of service provided is not appropriate	2.63	1.074
JS3	Given workload could incresse knowledge of working	3.85	.939
JS5	My job appropriate to the training provided by the employer	3.30	1.062
JS6	Employers give confidence and encouragement to improve staff skills	3.89	.911
JS7	The scope of work relevant to a given task is executed	3.65	1.011
JS8	Employers carry out afair assessment system	3.43	1.079
JS10	Employers always create a culture of sharing workloads	3.43	1.108

The table of 4.13 shows the highest questionnaire is about encouragement to improve staff skills (JS6) (3.89) and std deviation is .911. The lowest questionnaire is the JS1 (2.63) with standard deviation is 1.074 about the timeline of the task need to complete.

Table 4.14

Results of Descriptive Analysis on Job Scope by All Questions

Valid	Question	Mean	SD
JS	Jobscope	3.4536	.53134

Table 4.14 show the results mean in 3.4536 and the std deviation is .53134 and it shows the questions is valid by the respondent results of the descriptive analysis.

4.4   CORRELATION ANALYSIS

4.4.1   Correlation Analysis of Bullying and Workplace Stress

Table 4.15

Correlation Analysis of Bullying and Workplace Stress

Variable	Workplace Stress
Bullying (IV)	N=97
- Threat	r.-.493**
- Contempt	r.-.513**
- Sabotage	r.-.552**

**Correlation is significant at the 0.01 level (2-tailed)

Correlation is significant at the p-values = < 0.01 level (2-tailed), the table 4.15 shows significant of 0.00 at two tailed hypotheses. The three variables shows significant between the bullying and workplace stress. This result supported by the research study Shehnaz Bani (2013) , the findings indicate that there is significant relationship between workplace bullying, job affective well being and overall job satisfaction based self esteem has negative but not significant relation with workplace bullying. It shows the relationship is inversely both variables, which is if the bullying is high and the workplace stress is down.

4.4.2   Correlation Analysis on Bullying (IV) and Job Scope (MV)

Table 4.16
Correlation Analysis of *Bullying and Job Scope*

Variable	Job Scope
Bullying (IV)	N=97
- Threat	r. -.274**
- Contempt	r. -.317**
- Sabotage	r. -.350**

**.Correlation is significant at the 0.01 level (2-tailed)

The range Correlation is significant at the p-values $\leq$ 0.01 level (2-tailed) and table 4.16 shows the significant a small results from the p-values. The relationship shows negative relationship but there are supporting in significant as relations between IV and DV.

4.4.3   Correlation Analysis on Job Scope (MV) and Workplace Stress (DV)

Table 4.17
Correlation Analysis of *Job Scope and Workplace Stress*

Variable	Workplace Stress
Job Scope (MV)	N=97
	r = .615**

**.Correlation is significant at the 0.01 level (2-tailed)

The Correlation is significant at the p-values $\leq$ 0.01 level (2-tailed) and indicates the results significant 0.00 and the relations results is positive at r= .615** shows that there have relationship between moderate variable with dependent variables.

These finding support on the hypothesis that there have relationship between Bullying and Workplace Stress and the Job Scope as the moderate variables between

both relationships. The relationship shows that if Job Scope is high there will be affect to Workplace Stress to high status.

4.5 REGRESSION ANALYSIS

Hierarchical multiple regression is used to test the moderation effect on the relationship of bullying as the independent variable and workplace stress as the dependent variable.

Table 4.18
Model Summary for Job Scope

Model	R	R^2	Adjusted R^2	Std Error of the Estimate	R^2 Change	F Change	df1	df2	Sig F Change
						Change Statistics			
1	.602	.362	.356	.60438	.362	53.961	1	95	.000
2	.737	.543	.534	.51417	.543	55.9.8	2	94	.000
3	.776	.602	.589	.48254	.602	46.894	3	93	.000

The result of regressing the bullying activities and job scope against workplace stress can be seen in Table 4.18. From the result, we can see the p-value (Sif. F Change) < 0.05 and thus the R square change is significant. Here the p-value .000 is < .05. As such, there is an indication that job scope has moderation effect. This is confirmed by coefficient table as shown in Table 4.19 whereby the t-value = 3.705, p-value < 0.05.

The R2 of the first model explains that bullying explain 36.2% of the variation in workplace stress. The value increases to 37.8% by the second model which means that both bullying and job scope explain 54.3% of the variation in workplace stress. The third model explain 60.2% of the variance in workplace stress.

Table 4.19

Coefficient table for Job Scope

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std Error	β		
1	(Constant)	5.196	.223		23.316	.000
	Bully	-.555	.076	-.602	-7.346	.000
2	(Constant)	2.528	.476		5.305	.000
	Bully	-.402	.069	-.436	-5.829	.000
	JobScope	.647	.106	.457	6.104	.000
3	(Constant)	6.229	1.095		5.691	.000
	Bully	-1.643	.341	-1.782	-4.816	.000
	JobScope	-.436	.309	-.308	-1.412	.161
	Moderator	.369	.100	1.307	3.705	.000

It could be concluded that job scope do have the moderation effect on the relationship between bullying activities and workplace stress.

4.6   SUMMARY

In this topic is to measure and explaind the respondent questionnaire to summarize the all SPSS statisctic results. The important in the research is to identified relationship between the bullying activities and workplace stress and how to enterpriate with the moderate variable as job scope in affecting both variables. The last chapter five will discuss on the conclusion and recommendations base on the finding analysis.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.0   INTRODUCTION

This purpose of this research is to identify the relationship between bullying and workplace stress at the top five cooperative organization in the Federal Territory of Kuala Lumpur. This chapter will discusses further on the output of this study to answer the research questions. It begins with the discussion of the findings. Then, this chapter shows contribution for this study. Finally, several limitations and suggestions for the future research have also been suggested.

5.1 DISCUSSION

Table 5.0
Results of Hypotheses

No	Hypothesis	Result
H1	Threat is related to workplace stress at the cooperative organizations	Accepted
H2	Contempt is related to workplace stress at the cooperative organizations	Accepted
H3	Sabotage is related to workplace stress at the cooperative organizations	Accepted
H4	Job scope moderates the relationship between bullying activities (threat, contempt and sabotage) and workplace stress at the cooperative organizations.	Accepted

Table 5.0 results indicated to find the relationsip between the bullying activities and workplace stresses are all significant. However the relationship is negatively related.

5.1.1 Bullying and Workplace Stress

The H1-H3 found negative relationship between the bullying with workplace stress at the top five cooperative organizations in the Federal Territory of Kuala Lumpur. Research Sadia Malik (2013) significant support this finding where there is a negative relationship between bullying and workplace involving welfare and job satisfaction in the office. The results shows that in the cooperative sector exist a small percentage bullying activity and it's also shown on the results of descriptive frequencies in the experience bullying at rate 26.8% for yes involved in the experience. However, on the experience bullying shows there some results been support with the correlation analysis with significant at the level 0.00 (2 tailed).

It is shows that the operational definitions of the questionnaire are valid, but the relationship is under status of inversely on both variables. When the bullying is high, the workplace stress is low but both have the significant relations. This is because of the bullying more involve on new employees and training workers.

5.1.2 The Moderation Effect of Job Scope on The Relationship of Bullying Activities and Workplace Stress at the Cooperative Organizations

The H4 results show that there is a moderation effcet of job scope on the relationship of bullying activities and workplace stress. This findings is also supported by Lee and Ashforth (2003) where work context implies excessive work pressure and in the workplace. The environment of workplace stress shows that job scopes have relations that giving affect on the stress of the work task by each individual. These

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results also support in the linear aggression and the correlation with status partial moderate in the relationship.

The analysis result shows that job scope as the moderating variable between both independent and dependent variables. The cooperative sector mostly consist of long-serving staff that the work burden in the task or job scope is more then job descriptions. In the job descriptions of employees in the cooperative sector identified the clause about 'receive instructions from time to time' and giving comitment to employees receive the job / task more then job description that receive.

As conclusion, hypothesis is accepted because the moderate variables are supporting the indicator of both relationships between the bullying and workplace stress. The extra scope of additional work shows that establish a case of bullying at the organization.

5.2   RECOMMENDATION

5.2.1   Managerial

As the relationsip that significant and the analysis with the positive result between all variables, management should conduct the motivation session and create a counseling programme that can be keep all the privacy information that employees involve in this variables as bullying factor, job scope and the workplace stress. Every management should have bullying reporting process or have a programme regarding occupational health and safety to sustain solving the workplace stress.

In part of the Job Scope, management should aware that receiving the Job Description when assign as task or employed by company and it clear. Some of the company involve with the union of staff that will protect the right of employees in terms of workload, health, safety and welfare of employees.

Nowadays, companies have developed of the environment of safety and health to make sure the employees in good conditioon to do the responsibility in their task. Government and private sector also more serious in this create a culture of sharing workload and comfortable working envrionment and harminous in the office; it is proven by the programme of the 5s.

Some companies create programme to educate staff about safety and health For example, KPJ Healthcare usually will conduct assessment on their employees in every two months period to monitor the health condition of employees so they are always in good health. It is a good step in ensuring increase knowledge about health among of employees.

Organization also recommend programs to motivate employees to team-building, brainstorming or any course as teamwork definition to establish a communication between employees can be improved.

5.2.2 Academically

This research have been identify the issues of the bullying is to general questionnaire direct to the employees. The study should be focus on more specific aim as new employees, working experience less then 5 years, contract staff and senior staff. This

is to identify does it exist bullying on this group and it refer to the bullying case at school the group is more focus on junior student.

The questionnaire should be more clearly and using the technique adopts and adapts to make sure the objective more direct and specific. For the sampling on focusing new employees regarding the bullies, it is more recommended by using qualitative method as interview concept. Because the reason of sampling new employees or contract very small in an organization.

It more specific on the bullying direct and consueqencies to identify the problem statement for researcher understand is it in Malaysia exist the bullying activities. Some of the questionnaire shows that job scope workload is not a bullying factor, but actually is was the one of factor bullying but not clearly among of the organizations at Malaysia.

Overall inform bullying earlier studies related to stress (Lewis, 2006) and the effect of such danger exists workflow interruptions, damages the company, employee absenteeism, and health staff inverse relationship (Edwards. 1998). Social support was steps are as recognized as the catalyst solution stress at work. responsible manager in the overcoming stress reduction work by developing a social support network within the organization among workers

By creating a positive work environment and teamwork among Job is one of the measures to prevent bullying and violence activities that damage the working environment. An education is the key for organizational change and improvement in

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this situation and problem that involve to the employees that might cause the

company operations.

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